Implementing Total Quality Leadership

Lesson Four

Leadership of Quality

Objectives

- Describe the role of the top leader in implementing TQL
- Describe the role of the ESC in leading process management activities
- **Describe the actions the leaders take to demonstrate commitment to TQL**
- λ Describe methods to enhance commitment

| | H M P R O V | Develop Critical Mass | Educate and train Top Leader Select and Train the ESC Select and Train TQL Coordinator Create felt need |
|-------------|--------------------|---|--|
| Leadership | E M-00 PERFORMAZOE | Initiate Process Management Efforts | Create a quality environment Clarify mission and quality philosophy |
| Actions | | | Identify significant processes Charter and train teams |
| For Leading | | | Establish the practice of command-wide process management |
| Process | | | Provide resources Develop Implementation Plan |
| Management | | Support & Extend Process Management Efforts | Plan for re-investment of resources Identify and remove impediments Monitor and assess progress Act on team's recommendations Extend education / process mgmt. |

Develop Educate and train Top Leader M **Select and Train the ESC** Critical **Select and Train TQL Coordinator** Mass Create felt need V Е Create a quality environment Leadership Clarify mission and quality M philosophy Initiate **Identify significant processes Actions Process** Charter and train teams Establish the practice of Management For Leading command- wide process **Efforts** management **Process** Provide resources **Develop Implementation Plan** R Plan for re-investment of resources Management Support & Identify and remove impediments **Extend** M Monitor and assess progress **Process** N Management Act on team's recommendations **Efforts** E **Extend education/process mgmt.**

I eadership

Develop Critical Mass Educate and train Top Leader
Select and Train the ESC
Select and Train TQL Coordinator
Create felt need

Create a quality environment

Develop Critical Mass

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Management

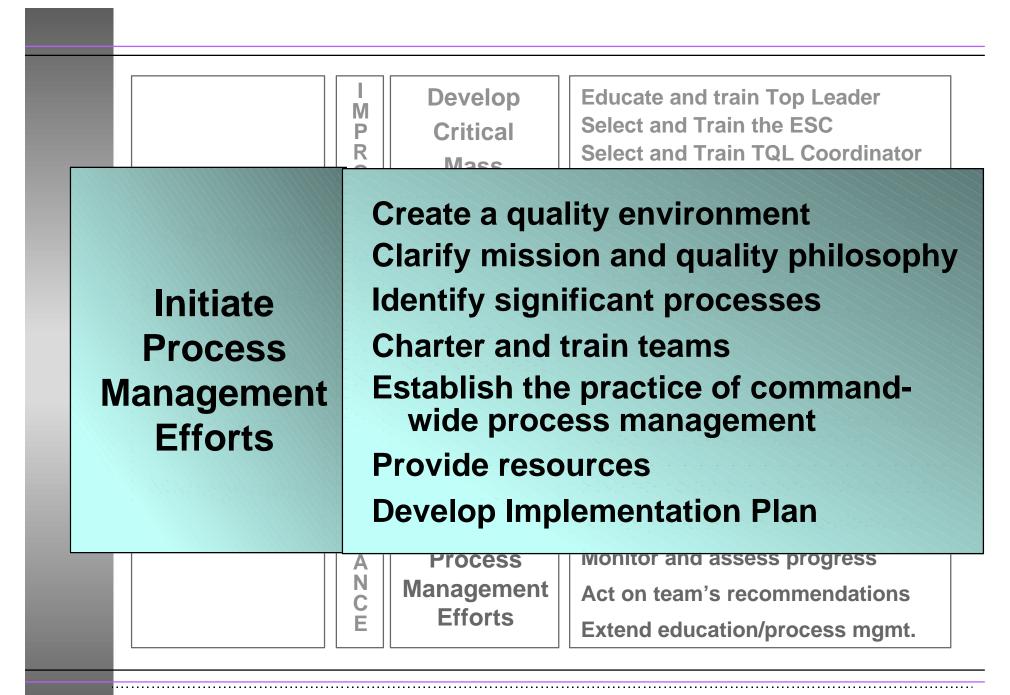
O R M A N C E

VE

Support &
Extend
Process
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Efforts

Plan for re-investment of resources
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Develop **Educate and train Top Leader** M **Select and Train the ESC** Critical Select and Train TQL Coordinator Mass Create felt need V Create a quality environment Е Leadership Clarify mission and quality M philosophy **Identify significant processes** Initiate Actions Charter and train teams **Process** Establish the practice of For Leading Management command- wide process management **Efforts Provide resources Process Develop Implementation Plan** R Plan for re-investment of resources Management **Support & Identify and remove impediments Extend** M **Process** Monitor and assess progress N Management Act on team's recommendations **Efforts** E **Extend education/process mgmt.**



Develop Critical Mass

Educate and train Top Leader
Select and Train the ESC
Select and Train TQL Coordinator

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Plan for re-investment of resources
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MANCE

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Commitment of Top Leader

- **λ What is commitment?**
- Why is commitment important?
- **What does commitment look like?**

How to Enhance Top Leader Commitment

- **λ** Education and training
- **λ** Success stories
- λ Suggestions from other TQL coordinators

Once the Top Leader is Committed:

Build on that commitment

Noid Quick-Results Syndrome

The top leader needs to be committed!

ESC Selection Criteria

- **λ** Controllers of resources
- **λ** Workable group size

Summary

- The primary responsibility of leadership during phase-one activities is to *Improve Mission*Performance.
- The top leaders lead the transformation, establish a quality environment, and encourage process improvement and innovation.
- λ Leadership commitment is demonstrated through action and example.
- The TQL coordinator works with the top leaders to build commitment.